

Middle School Initiative

**PART I
COVER SHEET**

CAP 5 SEMESTER 2 WEEK 4

COURSE: Aerospace Education Officer Leadership Laboratory, Achievement 13

LESSON TITLE: Management Principles: Directing

LENGTH OF LESSON: 50 Minutes

METHOD: Lecture – Discussion

REFERENCES: *Leadership: 2000 and Beyond*, Volume III, Chapter 12

AUDIO/VISUAL AIDS/HANDOUTS/ACTIVITY MATERIAL(S): None

COGNITIVE OBJECTIVE: The objective of this lesson is for each cadet to become familiar with the principle of directing.

COGNITIVE SAMPLES OF BEHAVIOR: Upon completion of this lesson, each cadet will have increased his or her knowledge in the principles of management.

AFFECTIVE OBJECTIVE: N/A

AFFECTIVE SAMPLES OF BEHAVIOR: N/A

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PART II TEACHING PLAN

Introduction

ATTENTION: Good afternoon and welcome to the fourth class on management principles.

MOTIVATION: *"Always do right. This will gratify some people and astonish the rest."*
- Mark Twain

OVERVIEW: The class today will cover the management principle of directing. We will discuss the aspects of directing, the general conditions of effective procedures, the essentials of directing, and the types of directing.

TRANSITION: So without further ado, let's begin.

Body

MP 1 In past sessions, you have learned the management principle of planning, organizing, and coordinating. Our class today will be directed towards the fourth principle of directing. (Nice choice of words, there.)

Before we move into directing, we need to review the previous principles to assure us that we are on the right track. The function of management requires that you establish good, specific, measurable goals that will aid the unit in accomplishing the mission. The five functions of management also help the unit's organizational effectiveness in achieving goals. These interdependent functions are the basis for any efficient operation regardless of size.

Planning is a conscious process of selecting and developing the best course of action to accomplish an objective. Considering the five management principles, planning is the cornerstone to the next four. Planning requires a clear understanding of the unit's mission. The planning function considers resource constraints, strategic boundaries, and provides answers to the questions of: who, what, when, where, why, and how. With the plan formed, leaders may now consider how to better organize their unit.

In the organizing function leaders should allocate necessary resources to functions and develop general procedures in accordance with established instructions. Effective leaders will consider the following principles of organization: span of control, functional grouping, unity of command, and delegation of authority.

Coordination is important because no unit is an isolated system. Coordination must be accomplished both within and outside the leader's jurisdiction. Coordination helps to establish and maintain good human relations and unify the effort within and between units. These first three management principles are to prepare the unit for action.

MP 2 Our next step, directing, will be part of the action sequence for the organization. Directing is putting the organization into motion and doing whatever is necessary to keep it on track, as planned. This is where the action begins. In taking command of a unit, a commander must realize that people are not an inanimate resource and do not respond well if treated like a piece of the office machinery. In a volunteer organization, giving orders or instructions toward getting the job done may require a little extra motivation from the commander. The best plans of mice and men get trashed if the people aren't for it.

Transition: So, having said that, let's take a look at how a leader can effectively direct his resources to accomplish the plan.

MP 3 To direct, you integrate your preparatory actions into the task and adapt them to any variables and new factors that may enter into the mission. Some of your pre-planning may have to be rethought to include newer and more current items of interest.

Tasks are developed to get the job done in a procedural fashion. Each procedure is developed in several steps. Each step gets some result that is then used in the next procedure. Some of the same procedures may be useful in other tasks. Use them wisely.

Directing has two aspects: people and procedures. You supervise the people that are doing the work and, on the whole, are also responsible for the total operation--carrying out the work, meeting the rules, and delivering the results.

In directing, your resources meet. You control the use of your people, material, facilities, and equipment. To rephrase that slightly, you direct the use of people and things. Since people are not things, in the planning and organizing functions you may speak of them objectively.

Since all tasks in your plan are different, you should be flexible when directing. You must consider the abilities of your people and how much each of them contributes to the accomplishment of the mission. Since we are not inanimate things--machines, you should not treat others as if they were robots. We require motivation and our efforts are influenced by the attitudes and attributes of others.

MP 4 **Essentials of directing.** The essentials of directing require that you let your people know what you want them to do, establish good work practices and resolve any conflicts that arise because of the work practices, make decisions and issue orders that will assure efficient use of all resources--people and things--and keep to established procedures, and implement methods designed to improve your operation. You must tell your people what must be done and when it should be finished. In your dealings with reasonably mature people, you need not tell them how to do the job if they have been properly trained. Encourage your people to ask

questions, when needed, and have each tell you what they are doing, in relation to the task, and why. This dialogue will keep you aware of their progress.

MP 5 Types of directions There are four types of directions: demand, request, suggest, and volunteer. Each type fits a specific situation. The demand type is used when you must maintain absolute control over the action--such as an emergency situation like an aircraft fire. Action is immediate and well defined by the person in charge. A request is generally used in day-to-day activities and is no less binding on your subordinates than the demand type, but treats your people with respect. The suggestion can be used with fully trained and competent personnel that are ready and willing to accept the responsibility. Volunteer type directing is used only when you cannot order a person to do a certain thing. This thing is usually beyond the call of duty, and in situations of imminent danger. This type of direction implies a choice, where as the other three do not.

In carrying out the plan, directions may be verbal or written. This is based on the complexity of the plan and the people involved. Use a written order when precise or complicated instructions are concerned, where the person is to be held accountable for his actions, when directions must be followed precisely, to record permanent procedures, and for the persons that have trouble following verbal orders or are not sufficiently trained.

Verbal orders, or directions, are for normal day-to-day activities, clarifying a written order, assist in an emergency, where immediate compliance is necessary, and to give your people a chance to ask questions.

Conclusion

SUMMARY: Our class today summarized the first three principles of management so that you would be aware of how the principles of directing fit into the overall picture. We then discussed the purpose of directing and how it is accomplished in the unit. Lastly, we discussed the types of directions available to a leader and their affect on the members of the unit.

REMOTIVATION: Effective leaders must be efficient managers of their resources; otherwise the mission will probably fail.

CLOSURE: We have one more management principle to discuss and that will be in about seven weeks, in your next achievement. I suggest that prior to that class, you review all the previous principles of management. Class is dismissed.

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**PART III
LESSON REVIEW**

LESSON OBJECTIVE(S): The objective of this lesson was for each cadet to become familiar with the management principle of directing.

LESSON QUESTIONS: None